



Meeting Minutes: Homeland Security Information Network Advisory Committee Meeting, February 27-28th, 2013

March 2013

Summary of the Homeland Security Information Network Advisory Committee Meeting

The Homeland Security Information Network Advisory Committee (HSINAC) held its first quarterly meeting on February 27-28, 2013 since their charter was officially signed by the Department of Homeland Security's (DHS) Secretary Janet Napolitano. The HSINAC is a vital part of the HSIN Program's success. The HSINAC provides advice to the Secretary regarding DHS's ongoing efforts to improve the effectiveness of information sharing initiatives, and in particular, the Homeland Security Information Network (HSIN). The principal goals of this meeting were to update the committee on the program's accomplishments since they last met in 2010.

Day 1 Events (February 27th, 2013)

Mr. David Steigman, HSIN Program's Designated Federal Officer for the Homeland Security Information Network Advisory Committee (HSINAC), opened the meeting with general housekeeping guidance, and requested that the HSINAC members introduce themselves, and their role within the homeland security mission area enterprise. Ms. Katie Mullins, HSIN Mission Advocate Manager, was the first to provide her presentation which focused on HSIN in the real world. She provided real, recent examples of how HSIN was used for events such as the Super Bowl stating that seven operation centers collaborated to report and provide situational awareness to mission partners regarding the Super Bowl's events.

Mr. James Lanoue, HSIN Deputy Program Manager, presented next and focused on the HSIN Program improvements since the HSINAC last met. He emphasized the program's progress discussing the transition from HSIN Next Gen's Documentum platform to SharePoint 2010, the research, analysis and development that led to defining the 61 core capabilities for HSIN Release 3, and validating the HSIN Release 3 vision and value proposition. He continued to brief the committee on the program has been able to identify the right federal staff to get the job done; illustrating metrics that showed that the HSIN Program federal staff has nearly tripled since 2010. Mr. Lanoue highlighted the HSIN Program's progress in policy management, outreach, communications and training, and development. He continued to talk through a developmental slide, voicing the challenges of using an agile development process and some of the schedule delays associated with its complexity.

Ms. Donna Roy, HSIN Program Director, presented next and focused on the vision of HSIN. She focused on how HSIN will evolve from being a system with useful tools (i.e. video teleconferencing and real time chat capabilities) to being a system with a demonstrative brand capability – for example, the identity and access management front door, interoperability, and secure information sharing. Ms. Roy emphasized some capabilities that HSIN should enable including being the front door to interoperable architecture through one login, one identity, in order for mission partners to access the right information at the right time. Ms. Roy also emphasized the strong governance structure and oversight provided to the HSIN Program by the HSIN Executive Steering Committee. This committee is co-chaired by OPS and I&A, the committee meets on a monthly basis to guide the program re-instill mission partner comments / concerns to ensure that the HSIN Program considers all requirements. Ms. Roy focused on the shared space concept and directed the committee to review the HSIN Privacy Impact Assessment on Shared Space for full details. This shared space framework allows content to be pushed and pulled based

on content tagging, and then shared with individuals who meet the qualifying user based role attributes. Furthermore, Ms. Roy discussed how the HSIN Program has meet the recommendations from the last 2010 meeting – this included more precise, inclusive requirements management processes, stronger governance and oversight, and HSIN Program staffing levels. Lastly, Ms. Roy closed with four levels of trust that HSIN is trying to achieve: (1) trusted identity; (2) trust in the data; (3) trust the process; (4) trust the governance. A trusted identity means that users trust each other within the network and that each user is who they say they are. Trust in the data means that users accept that the data housed in the network is accurate, relevant to the homeland mission areas, and provided in a timely manner consistent with current events. Trust in the process means that users accept that there are appropriate series of actions for remedial methods, accountability measures, etc. Trust in the governance means that users rely on effective oversight and authority within the network.

Mr. Melvin Brown's, HSIN Outreach, Communications, and Training Manager, presentation focused on the training efforts provided by the program. Training is offered four days a week via instructor based and computer based offerings. He emphasized the communication strategy which focuses on two major areas: migration and new features / functions of HSIN Release 3. He proceeded to introduce the mission area coverage map and discussed activities regarding stakeholder management including the monthly COI Administrative call and Community of Practice (CoP) call –both of which are established as outreach communication tools to ensure that mission partner and community members are informed about the program's latest updates.

The HSINAC members began to deliberate about how important timely communications are for the mission partners. Several HSINAC members pro-offered their assistance in messaging to within their own mission space. HSINAC members discussed several communication tactics that could help convey the message in a timely, accurate manner. These conduits included video messaging, newsletters, bulletins, broad communications and targeted communications.

Mr. Kshemendra Paul, DHS Information Sharing Environment Program Manager, focused on current efforts in the DHS ISE Office around information sharing and safeguarding. He spoke about the National Information Sharing and Safeguarding Strategy that the President signed back in December, and how HSIN is the conduit to its success – connecting federal, state, local, tribal, territorial and international partners. The new strategy builds on the previous strategy and focusing on privacy policies, protecting civil rights, and data standards.

Mr. Richard Chavez's, Director of the DHS Office of Operations Coordination and Planning, presentation focused on how the HSIN Program can maximize use and effectiveness of the HSINAC by incorporating their marketing ideas for mission partner distribution and acceptance. The Federal community thinks differently than the state community, and the state community thinks differently than the local community. He briefly introduced the Common Operating Picture (COP) which is a real-time tool that encourages the distribution of broader situational awareness information, including shared mapping, analytics and data sharing. He closed stating that the HSIN Program has come a long way and is on the right track but there is still a lot of work to be done in order to deliver to an integrated, effective network of trust.

Ms. Tracy Hollis', HSIN Development Manager, presentation focused on the efforts that the HSIN Program is doing right now – specifically in development, operations and maintenance workstreams. The Pilot milestone was achieved in March last year; six months after the award of the development contract. There are 61 core capabilities that we documented from stakeholders. With their help, the HSIN Program was able to prioritize those capabilities for the rapid prototyping process known as agile. After achievement of the Pilot milestone, the HSIN Program received a lot of valuable feedback which assisted in developmental tweaks, necessary refinements to the original user experience, and minor re-design assignments. One of the main challenges of this development process is marrying two disparate, complicated systems together. Each system has its own unique security model that the program is trying to combine and integrate. By July 2012, the HSIN Program achieved IOC, migrating over Mr. Spires as the first HSIN Release 3 user. The challenges that the program is now facing revolve around performance issues which have been segmented into five different “buckets.” Each issue is tracked and monitored daily by a tiger team that reports to the HSIN Senior Leadership Team. The following performance issues include: (1) User performance acceptability – this is ensuring that all users on the network experience the same performance level across the enterprise; (2) Load testing and performance testing – this is ensuring that all tools, capabilities within the network operate by a set performance standard acceptable for that particular feature; (3) Network performance – ensuring that network performance is seamless and that users experience an uninterrupted connection; (4) Identity and Access Management – ensuring that users experience a smooth registration process; and (5) Integration of Oracle and SharePoint 2010 platforms – ensuring that the disparate systems can be integrated at certain connection points to optimize usability and performance levels. The HSINAC members collaborated and raised awareness to the HSIN Program about how difficult their own user registration experience has been in attempting to access the HSIN Release 3 platform. Ms. Hollis agreed to follow-up with every HSINAC member to capture their experience, troubleshoot the issue, and redress immediately.

Mr. Michael Waters, Attorney from the DHS Office of General Counsel, presented a high-level overview of the code of conduct between private and public service members. He emphasized that as a HSINAC member, each volunteer must ensure that they put the public's interest before their own when it comes to assisting the HSIN Program.

Mr. Michael Brody, HSIN's Policy Manager, provided an overview as to why HSIN has policy, how the policy is managed and approved, and current policies that have been established to date. He emphasized that governance ensures transparency and accountability for the program and with these controls the program is able to make refinements to improve the rules. He emphasized that HSIN is a data steward – the program does not own the content but rather houses the environment for effective information sharing capabilities. Each community of interest (COI) develops a COI Charter that defines how their community will manage their own information. Mr. Brody also introduced the HSIN Program's governance model that illustrates both functional and strategic governing bodies. He mentioned that the work to re-align these bodies and ensure that they are more closely coupled with HSIN's business needs is currently underway. He emphasized that the next major overhaul for the HSIN Policy Office is to develop a mix of social and technical controls that will help in policy monitoring and compliance efforts.

Mr. Lanoue closed the session with recap summary which emphasized where the HSIN Program could use the most help and that is in IDP messaging. He showed the program's progress through the eyes of the DHS's IT Dashboard and mentioned how the program has progressed significantly overtime.

The HSINAC Co-Chairs closed the session requesting that the next day's meeting begin at 0830.

Day 2 Events (February 28th, 2013)

Mr. Dan Cotter, DHS Director of Science & Technology, focused on the Virtual USA platform and how its technological similarities enhance and contribute to the success of HSIN. He advised that key communication tactics and efforts around communication and information sharing for the broader national awareness will aid in socializing the awareness and value proposition for HSIN Release 3.

Mr. Don Triner's, Director of OPS Coordination Division, presentation focused on DHS's Common Operating Picture (COP). The COP is a known trusted authority source to its mission operators that it supports. The various data layers allow users to dissect and retrieve the data that they need in order to answer the mission. The COP offers three (3) levels of service: (1) the ability to access the software so long as the user has a homeland security mission need; (2) the software is available to run on a separate system; and (3) the ability for users to post and put information for others to access. The vision of this tool is to be able to use the software on both classified and unclassified networks.

The next discussion was a constructive collaboration session where the HSINAC members began to brainstorm their HSIN Program Recommendations. The following outcomes were captured:

1. Migration Communications

- a. Communications on the migration to HSIN R3 to HSIN users must be significantly improved.
- b. Specifically, communications and messaging must explain:
 - i. Why we are migrating from HSIN Legacy (old technology, not secure, silos of information);
 - ii. What the migration process entails (its timing and requirements from COI administrators and users, as well as the realities of the registration process and concerns regarding IDP), and finally;
 - iii. Why HSIN R3 represents a major advancement from Legacy because of the R3 value proposition.
 1. The value proposition for R3 must be communicated succinctly and in detail, however, efforts must be made to explain that not all of R3's capabilities will be available immediately following migration. Expectations must be managed.
- c. In addition, communications must become more frequent, detailed, and targeted.

2. Targeted Rollovers/Migrations

- a. The HSIN Program should focus migration communications, and actual migrations, on "high value" communities of interest that best demonstrate HSIN's value proposition

and success stories, while also managing expectations surrounding the migration process and the capabilities that will be available immediately following migration.

- b. Targeted migrations must be used to ease the flow of migration, allowing time to correct technical challenges facing the migration process, most pointedly including the registration process and its nomination, validation and identity proofing procedures. Users must be able to register for R3 as seamlessly and quickly as possible, to avoid a backlash against R3 before it can begin to prove its value proposition.
- c. Finally, targeted migrations should leverage the support of AC members themselves, allowing the program to make the strongest case possible for the R3 value proposition, and the need to go through migration, while also demonstrating HSIN success stories and best practices.
- d. The HSINAC, its members and home organizations, should support migration by advocating for whatever time and resources the Program requires to achieve a successful migration.

Medium – Long term recommended activities:

- **Best practices from the rollouts, lessons learned** – The HSIN Program should identify and communicate best practices and lessons learned from the migration of communities to R3.
- **Tools for Uniform Communications** – The HSIN Program should develop standard materials for all major stakeholders to use when briefing and discussing the program, including:
 - Briefing Kit
 - Common briefing deck that describes what was discussed during these meetings, take to conferences, same messages to share in a consistent way; include success stories, critical partners during the exercise, opportunities to consider building into the architecture, best practices, etc.
 - Bulletins
 - Newsletters
 - One pagers
 - Video
- **Measuring success** – The HSIN Program should define successful migration to R3 and performance measures for the successful operation of R3 itself. The Program should develop standard means of obtaining feedback on the value and utility of content held on HSIN. The Program should develop an assessment methodology that will allow it to routinely collect data on such measures, analyze the data, and deliver a regular assessment to all stakeholders on program performance with an associated plan for improvement of the program – a strategic planning cycle.
- **Standardization of Ontologies** (per Jason Henry, AC Member and ICE)
 - “It is recommended that the HSIN PMO task each of the Domains to map out their respective ontologies. When complete it is recommended that the HSIN PMO then compare and reconcile those ontologies within HSIN. Finally, it is recommended that the HSIN PMO work with PM-ISE to share that work with other information sharing platforms.”

Ms. Leiliani Cartledge's, OPS Program Specialist, presentation focused on how qualifiable HSINAC member travelers could apply for reimbursement. She discussed the DHS paperwork and processes needed to submit expense claims.

The HSINAC members continued with recommendation discussions – see notes above.

Mr. Richard Spires', DHS Chief Information Officer, presentation focused on the history of how and why HSIN "NextGen" was transferred to the Office of Chief Information Officer (OCIO) from the Office of Operations, Planning and Coordination (OPS). He noted that the strategic move provided transparency into HSIN and alignment to the various other information sharing portfolios under the OCIO portfolio – hence, promoting a leaner developmental construct, more rigorous program management oversight, and accountability assurance. He thanked the HSINAC members for their constructive criticisms to the Program, during the last session in 2010, which led to the incredible momentum and progress of its newly established leadership.

The session ended with a commitment of the HSINAC members to provide a substantive, recommendation list to the HSIN Program, for final submission to the DHS Secretary.